



## Business Continuity

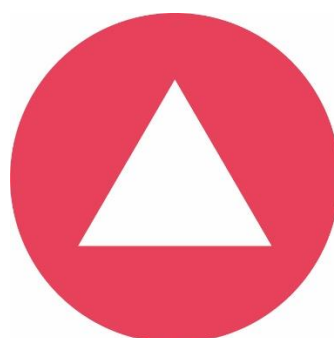
<b>Policy Reference:</b>		G09	
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<b>Approved by P&amp;PRG:</b>	August 2024	<b>Approved by BoM:</b>	February 2025
<b>Owner:</b>	Stuart Green	<b>Job Title:</b>	Director of Finance & Digital Improvement
<b>To be issued to: (check as needed)</b>			
<input checked="" type="checkbox"/> Board of Management <input checked="" type="checkbox"/> All Staff <input type="checkbox"/> ET/SLT <input type="checkbox"/> Head Office Managers <input type="checkbox"/> Head Office Staff <input type="checkbox"/> Finance <input type="checkbox"/> Housing <input type="checkbox"/> Asset <input type="checkbox"/> ICT		<input type="checkbox"/> OD <input type="checkbox"/> Compliance <input type="checkbox"/> All Care & Support <input type="checkbox"/> C&S Managers (RM, OM, CSM) <input type="checkbox"/> C&S Staff <input type="checkbox"/> Contractors <input type="checkbox"/> Agency Staff <input type="checkbox"/> Unite the Union <input type="checkbox"/> Employee Voices Group <input type="checkbox"/> Other: _____	
<b>Method of Delivery: (check as needed)</b>			
<input checked="" type="checkbox"/> Learn Pro <input checked="" type="checkbox"/> Board Portal <input type="checkbox"/> Line Manager to Share (e.g. Agencies)		<input type="checkbox"/> Policy Owner to Notify (e.g. Contractors) <input type="checkbox"/> Other: _____	
<b>Stakeholder Consultation Completed (check as needed)</b>			
<input checked="" type="checkbox"/> Board of Management <input type="checkbox"/> All Staff <input checked="" type="checkbox"/> ET/SLT <input type="checkbox"/> Head Office Managers <input type="checkbox"/> Head Office Staff <input type="checkbox"/> Finance <input type="checkbox"/> Housing <input type="checkbox"/> Asset <input type="checkbox"/> ICT		<input type="checkbox"/> OD <input type="checkbox"/> Compliance <input type="checkbox"/> All Care & Support <input type="checkbox"/> C&S Managers (RM, OM, CSM) <input type="checkbox"/> C&S Staff <input type="checkbox"/> Contractors <input type="checkbox"/> Agency Staff <input type="checkbox"/> Unite the Union <input type="checkbox"/> Employee Voices Group <input type="checkbox"/> Other: _____	

## Version Control

Date	Owner	Version	Reason for Change
May 2019	Victoria Knox	V6.0	Cyclical review Transfer to new template
Aug 2024	Victoria Knox	V7.0	Cyclical review Transfer to new template

## Summary of Changes

Section	Change
All	Job titles updated
All	Priory changed to Lochside
All	Policy & Procedure names and numbers updated
1.0	Updated to reflect revised Ark Values
5.0	Updated Scottish Social Housing Charter date to November 2022
6.0	Updated job titles
6.4	Removed reference to set up of temporary office as no longer required. All Lochside staff can work completely remotely
6.7.1	Depute for leadership of a disastrous event changes from Director of People & Organisational Development to another member of the Executive Team
6.7.2	Change to job titles to reflect new ET structure and roles
6.7.3	Change to job titles to reflect new ET structure and roles
7.1	Removed “The planning to respond to the ‘worst case’ scenarios will mean that a range of lesser scenarios will also be covered, e.g. partial loss of power, resulting in some staff having to be relocated while repairs are carried out and/or services restored.” as not necessary for Lochside



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# Business Continuity

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## 1.0 Ark's Values

Ark's values are true to the core purpose of the organisation and the services we deliver. They determine our behaviours towards one another and what we should expect in our relationships with one another. Working within the following values will guide and help us deliver our vision and mission of Ark being an organisation where everyone is equal:

### Trust

We have confidence in our people to deliver excellent services and trust in them to do so. We will develop trusting and honest relationships, and our customers will feel assured that they can rely on us to deliver.

### Respect

We treat everyone fairly and we listen. We are respectful of each person with whom we come into contact and expect our people to respond professionally and treat others as they would wish to be treated.

### Understanding

We will operate with empathy and compassion and approach each situation with an open mind. We will question and challenge to ensure we achieve the right outcomes for customers and our people.

### Equality

We believe everyone is equal and expect our people to create positive experiences where everyone feels valued and included.

### Integrity

We will do the right thing and take responsibility for our actions. We will work together to uphold the highest standards of behaviour and practice.

## 2.0 Purpose

This policy describes Ark's arrangements for ensuring, so far as is possible, the continuity of normal services in the event of a 'disaster' or incident which increases the risk of Ark being unable to deliver its normal services to customers and stakeholders (a business resilience event).

### 2.1 Definition

In this context, a 'disaster' or 'business resilience event' is defined as "a disruption to business operations – an event or set of circumstances that prevents an organisation from providing its basic services".

The term 'business continuity management' is defined by the Business Continuity Institute as:

"A holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience and the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities."

### 3.0 Policy Statement

This policy sets out to ensure that Ark have a clearly defined process to respond to a 'disaster', and will:

- Identify the business resilience events (potential disasters) that could result in a major interruption to, or complete stoppage of our basic services, whether at Lochside Office or at one or more local services.
- Include plans and procedures to cope with the immediate effects of any such event and to restore services within acceptable time limits.
- Ensure that all involved – managers, staff and Board Members are clear about their roles and responsibilities in the event of a major disruption to the provision of normal services.
- Offer 'post-incident' counselling utilising Ark's external Employee Assistance Programme (EAP), where staff have been present when a disaster occurs.

### 4.0 Scope

All Board of Management members, all staff, relief, agency, contractors and volunteers are required to abide by this policy, should a disaster impact on their area of the business.

### 5.0 Legal/Regulatory Framework

The policy complies with the requirements and expectations of the Scottish Housing Regulator's Regulatory Standards and the standards and outcomes in the Scottish Social Housing Charter 2012 (revised November 2022).

This policy complies with contractual requirements as set out by partner local authorities.

This policy is supported by a procedure and departmental action plans, which set out, in a standard format, the detailed requirements to be undertaken by relevant staff to support Ark's on-going activity during a disaster period or other period of uncertainty which requires additional business resilience measures.

## 6.0 Responsibilities

### 6.1 Board of Management

Ark's Board of Management is responsible for consideration and approval of this policy, and for ensuring that its decisions are taken in accordance with relevant regulatory expectations, good practice, training and guidance.

The role of Board of Management Members in a 'disaster' is:

- To provide support, advice and assistance to the Emergency Management Team (EMT), see Section 6.7.
- Where a disaster or business resilience event at Lochside results in injury or worse to several members of the Executive Team, it may also be appropriate or necessary for one or more Board Members to become actively involved in specific aspects of the plan, especially in the initial stages, depending on the individual expertise and experience they may be able to provide.
- Any decision to involve Board Members in carrying out the plan will be taken by the Chair following discussion with the available members of the EMT.

### 6.2 Executive Team

Ark's Executive Team is responsible for ensuring that this policy is reviewed in accordance with Ark's schedule for review of policies, or sooner if required. The Executive Team is responsible for ensuring that its decisions, and the decisions of officers, are taken in accordance with relevant regulatory expectations, best practice, training and guidance.

### 6.3 Chief Executive Officer

The Chief Executive Officer will ensure that the EMT meets as often as required during the initial and subsequent phases of a disaster recovery situation and will designate one or more members of staff to attend EMT meetings to record their decisions and assist in drafting a report on the action taken in due course.

### 6.4 Director of Finance & Digital Improvement

The Director of Finance & Digital Improvement, in liaison with the Head of Compliance & Improvement will ensure that appropriate levels of insurance cover are included in Ark's annual insurance policy to cover:

- Replacement of buildings.

- Additional costs arising from the relocation of staff, purchasing of replacement equipment and furnishings, implementation of IT back-up arrangements etc. – known as ‘business interruption’ costs.

The Director of Finance & Digital Improvement will ensure that arrangements are in place to record all additional costs incurred because of the disaster, so that claims against the insurance policy may be submitted in due course.

## 6.5 Leadership Team

The Leadership Team will be responsible for the effective implementation of this policy within their area of responsibility, as required. They must also ensure that each member of their staff, through induction, and team meetings, is made aware of this policy and participates in relevant training.

## 6.6 Managers

Ark Managers will be responsible for the effective implementation of this policy within their area of responsibility, as required. They must also ensure that each member of their staff, through induction, and team meetings, is made aware of this policy, local plans and participates in relevant training.

## 6.7 Emergency Management Team

### 6.7.1 Emergency Management Team (EMT) – Lochside

For a disaster affecting all services at Lochside, the Executive Team or their designated deputies, plus the Head of IT, will form the EMT. The Team may co-opt additional managers as required.

The Team will be led by the Chief Executive (or in the Chief Executive’s absence, by another available member of the Executive Team).

For a disaster at Lochside affecting one or two departments only, the relevant Director(s) or their designated deputies, together with the Head of IT if appropriate and any other relevant Director, will form the EMT.

If, following a disaster at Lochside, senior staff with specific responsibilities have suffered injury or worse and are not able to carry out their roles, the remaining members of the EMT will, as a first priority, ensure that the relevant tasks are allocated either between them or to other designated personnel.

Where the disaster results in injury or death involving staff, clients and or others on any of our premises at the time, the measures outlined in this document and in the supporting



procedures will be implemented as soon as it is possible to do so, following the initial 'trauma' stage involving the emergency services.

### 6.7.2 Emergency Management Team – Care and Support

For a disaster affecting Care and Support services, the Director of Care and Support and Assistant Director of Care & Support, together with any relevant Director(s) or designated staff from any relevant Lochside Departments, will form the EMT. The Team will be led by the Director of Care & Support.

### 6.7.3 Mainstream tenants

A disaster affecting individual mainstream tenants will be handled by the Director of Development & Customer Experience in accordance with current departmental procedures. The immediate priority will be to identify and provide alternative accommodation either from Ark's own housing stock or in liaison with other local housing providers. Please refer to Housing Procedure HAM01d - Emergency Decants Procedure, for further information.

### 6.8 All Staff

All Ark employees are required to familiarise themselves with this policy and comply with its provisions as well as undertake any training implemented as part of the rollout of this policy.

## 7.0 Business Resilience

### 7.1 Lochside

At Lochside, the types of potential disaster or business resilience event the plan aims to respond to are:

- Major damage to the building, e.g. through fire, explosion or flood, making it impossible for any staff to work there for a time – this scenario may include injury or death to one or more staff;
- Major loss of power, heating or water supplies making it impossible for any staff to work in the building for a period of time;
- Complete loss of IT systems for a time because of fire, flood, loss of power supplies or a major virus attack, requiring the implementation of the IT Disaster Recovery Plan – this may be separate from any damage to the building;

- A major fire, explosion, flood or loss of essential services affecting the area around Lochside, with the result that even though Lochside itself is undamaged, access to the building is not possible for a time;
- A major epidemic or pandemic, such as an outbreak, that results in significant numbers of staff being absent due to illness, and/or the closure of the office to reduce the spread of infection.

## 7.2 Care and Support Services

For Care and Support, the type of potential disasters the plan aims to respond to are:

- Major structural damage to Ark tenants' homes, a local office, Care Home or HMO making it impossible for anyone to stay there for a time – this scenario may include injury or death to one or more persons;
- Major loss of power, heating or water supplies making it impossible for anyone to stay in the building for a time;
- In local offices, the complete loss of IT systems for a time because of fire, flood, loss of power supplies, or a major virus attack.

Other types of events, such as severe winter weather preventing staff from travelling to their place of work, or a major 'flu' epidemic affecting large numbers of staff, are not covered by this policy but are included in the emergency plans prepared by each local service.

## 7.3 Mainstream tenants

The main disaster response will be the local arrangements required to provide emergency accommodation for a tenant whose property is no longer habitable, e.g. because of fire or flood. Please refer to HAM01d, Emergency Decants Procedure for further information.

## 7.4 Care and Support & Mainstream tenants

A disaster may affect both Care and Support and mainstream tenants in the same area. When this happens there will be a co-ordinated response led by both the Director of Care & Support and Director of Development & Customer Experience.

## 7.5 Subsidiaries

Ark Services Ltd and Ark Commercial Investment Ltd are covered by this policy and the associated procedures.

## 8.0 Learning & Development Requirements

This policy and associated procedure (G09a) will be added to Learn Pro for all Lochside staff and managers; and to the Board of Management Board Portal.

Care & Support Teams will have access to the Business Continuity Plans for their service area.

## 9.0 Related Policies & Procedures

This policy should be read in conjunction with Ark's:

- Risk Management Policy & Procedure G08 and G08a
- Business Continuity Procedure G09a;
- Business Continuity Plans;
- IT Disaster Recovery Plan;
- Emergency Decant Procedure HAM01d.

## 10.0 Equality Impact Assessment (EIA)

No equality implications have been identified in relation to the development of this policy, and consequently an EIA has not been completed.

## 11.0 Data Protection Impact Assessment (DPIA)

No data protection implications have been identified in relation to the development of this policy, and consequently a DPIA has not been completed.

## 12.0 Stakeholder Consultation

In developing this policy the following groups were consulted:

- Ark Board of Management;
- Ark Executive Team;
- Ark PPRG.

## 13.0 Monitoring and Review

### 13.1 Monitoring

The Chief Executive is responsible for ensuring that this policy is implemented as required and will ensure that selected aspects of the overall plan are tested through 'desktop exercises' at least annually, and that the results of each exercise are reported to Board of Management.

### 13.2 Review

This policy will be reviewed within 3 years from the date of approval by Ark's Chief Executive, in accordance with Ark's policy review framework and approval process.